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Conclusions of the High-level Committee on Management at its thirty-sixth session

(Headquarters of the United Nations Educational, Scientific and Cultural Organization, Paris, 11 and 12 October 2018)

Executive summary

The High-level Committee on Management met at the headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris on 11 and 12 October 2018. The Young United Nations network and the United Nations Innovation Network were invited to participate in the discussions. The Special Adviser to the Secretary-General on Reform also joined the meeting.

During the thirty-sixth session, the Committee focused on the following themes linked to reform:

(a) Integrating and mainstreaming business innovation;

(b) Driving change in business operations, especially in the field;

(c) Strengthening the system's capacity for data collection, analysis and protection;

(d) Addressing sexual harassment;

(e) Advancing the duty of care.

The Committee adopted concrete deliverables in each of those areas, as set out below.

Innovation. Following the May 2018 session of the United Nations System Chief Executives Board for Coordination (CEB), the Committee identified concrete, scalable innovation initiatives for the purpose of simplifying business processes. Among them were the design and piloting of a United Nations digital service centre, the launch of text and voice digitization projects to automate translation services and document management, and the creation of innovation fairs and labs to provide space for staff at all levels to innovate. The Committee also tested parts of a United Nations innovation toolkit, which was demonstrated at the CEB session on 7 and 8 November 2018.

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Driving change in business operations. Together with the United Nations Sustainable Development Group, the Committee will promote the mainstreaming of mutual recognition of policies and procedures across the United Nations system. This will reinforce support for the repositioned resident coordinator system. The Committee also launched the development of a system-wide reference model for risk management to serve as a benchmarking tool and to advance risk management in United Nations organizations, in particular in connection with the greater delegation of authority.

Data collection, analysis and protection. The Committee approved the United Nations system "data cube", a new set of United Nations data standards to enable the reporting of financial flows relating to the Sustainable Development Goals by individual organizations and by the system as a whole. The new standards are aligned with those of the International Aid Transparency Initiative and of the Development Assistance Committee of the Organization for Economic Cooperation and Development and will be a valuable tool for informed decision-making at all managerial levels and for enhanced transparency. The Committee also approved a set of personal data protection and privacy principles as a first step towards a common framework for providing high-level protection of the right to privacy for persons working for, associated with or under the care of the United Nations system. Those principles will also facilitate the ongoing discussion that the Under-Secretary-General for Legal Affairs and United Nations Legal Counsel is conducting with the European Union concerning its General Data Protection Regulation.

Addressing sexual harassment. On behalf of CEB, the Committee adopted a model policy on sexual harassment that will lead to strengthened and aligned sexual harassment policies throughout the United Nations system, expanded the sexual harassment screening tool to include pending allegations of sexual harassment in order to avoid the rehiring of confirmed perpetrators and adopted a draft model code of conduct to prevent sexual harassment during United Nations events, pending further informal consultations with Member States. The Committee also increased its collaboration with the Inter-Agency Standing Committee on Post-War and Disaster Reconstruction and Rehabilitation and the investigation services of the United Nations system to improve investigative capacity and processes, including enhanced cooperation and the possible pooling of resources among investigation services.

Duty of care. The Committee achieved advances in expanding the duty of care in all environments, including measures affecting national staff, the development of a risk management framework for duty of care, the expansion of psychosocial support for staff and the implementation of measures for the new United Nations System Mental Health and Well-being Strategy. The Committee also engaged in the repositioning of the UN Cares workplace programme.

Throughout the discussions, it was clear that change in organizational culture is key; changing mindsets is as important for sustainable results as changing systems and policies.

I. Introduction

1. The High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-sixth session at the headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris on 11 and 12 October 2018. The meeting was chaired by the United Nations Under-Secretary-General for Management and Chair of the Committee, Jan Beagle, and by the United Nations Deputy High Commissioner for Refugees and Vice-Chair of the Committee, Kelly Clements.

2. The Deputy Director General of UNESCO, Qu Xing, offered some welcoming remarks on behalf of Director General Audrey Azoulay, who was representing the Secretary-General at the eleventh Summit of la Francophonie in Yerevan.

3. The agenda of the session was focused on the following themes, all linked to reform efforts across the United Nations system:

(a) Integrating business innovation;

(b) Driving change in business operations, especially in the field;

(c) Strengthening the system's capacity for data collection, analysis and protection;

(d) Addressing sexual harassment;

(e) Advancing the duty of care.

4. A complete list of participants is provided in annex I, and a checklist of documents can be found in annex II. All documents related to the session are available on the CEB website.

II. Retreat on integrating and mainstreaming business innovation within and across United Nations system organizations

5. In introducing the Committee's retreat on integrating and mainstreaming business innovation within and across United Nations system organizations, the Chair of the Committee highlighted the strategic importance for the United Nations system of adapting and taking advantage of new working methods and technologies in order to deliver on its mandates in a period of fast-paced change. Recalling the broad and direct mandate from CEB to the Committee to mainstream innovation in order to improve business practices and the Board's call for the United Nations system to systematically integrate and mainstream innovation within and across entities, the Chair emphasized the critical ongoing role of the Committee in supporting the realization of the CEB vision on innovation. The dedicated retreat session was aimed at taking advantage of the professional expertise and talent of the Committee to enable business innovation in a strategic and systematic way.

6. The first objective of the retreat session, which was held in two parts, was for the Committee to enable and foster innovation within management functions and throughout organizations by identifying a set of specific and scalable initiatives to be carried out as part of the priorities of the Committee in its strategic plan for the 2017–2020 period. The Committee was able to build on the groundwork laid by its networks, which have intensively discussed innovation in their respective fields. In an effort to harness innovative thinking from all levels, the Chair of the Committee welcomed representatives of the Young United Nations network to participate in the retreat session and to bring fresh perspectives to the Committee's deliberations.

7. The Committee engaged in a free exchange of ideas in subgroups and in the plenary on how to adopt and enable innovative initiatives in both the short and the longer term. A key point from the Committee's discussions was the emphasis on the need for senior management to lead by example by communicating articulately and frequently about the importance of changing organizational culture to enable innovation and by providing space for bottom-up idea generation. It was noted that the Committee had an enabling function to drive innovation in organizations and to support the overall United Nations system, and that engagement with staff and governing bodies was essential to fulfil that function. Committee members also pointed out that the time was ripe to move from the idea stage to implementation, through projectization, including clear timelines, and scaling up.

8. On the basis of its discussions and the ideas presented by the subgroups, the Committee went on to prioritize short- and longer-term innovation initiatives in various areas that it could concretely take forward in its strategic plan.

9. The Committee observed that leveraging new technologies was a vital part of bringing innovation to bear and specifically prioritized robotic process automation as an area of work. In particular, the initiative of a digital service centre garnered much support from Committee members. From a strategic, longer-term perspective, it was recognized that many United Nations entities have global service centres that provide a wide range of transactional processing services in human resources, finance, procurement, travel and information technology. The further consolidation of those centres across agencies and into networks of shared service centres was seen as an opportunity to use the most advanced technologies, such as robotic process automation and chatbots, to create one of those centres as a digital service centre that would automate non-location-specific back-office transactions in various business areas.

10. Similarly, the improvement of processes in innovative ways is being pursued in the areas of human resources and procurement. The Human Resources Network is piloting joint service delivery and collaboration in areas such as job classification and reference-checking through the United Nations Global Centre for Human Resources Services, also known as the "OneHR" service centre, in Bonn, Germany. The Centre offers a platform that can be further expanded by adding new layers of services, such as the Clear Check screening database for sexual harassment and sexual exploitation and abuse. The Procurement Network is preparing a business case with actionable items and a road map towards cognitive procurement, that is, procurement aided by the autonomous capabilities of artificial intelligence and technologies, in relation to data mining, pattern recognition, predictive analytics and natural language processing, which can enhance all aspects of the procurement process and enable more informed decisions, reducing the need for transactional processes to be performed by people.

11. Making use of machine learning and artificial intelligence, in particular with regard to translation and document management, was recognized as another priority area for the Committee. United Nations system entities are already using machine translation based on neural networks and open-source components, as well as web-based translation tools. The Committee will continue to explore, build on and expand the implementation of translation solutions for the United Nations system, including WIPO Translate and eLUNa, to satisfy the demand for efficient multilingual services and content.

12. In the domain of document management, the Committee has strategically worked on a joint initiative involving 16 agencies of the United Nations system to develop a United Nations system common documentation standard, which resulted in the adoption by CEB of the United Nations semantic interoperability framework for

normative and parliamentary documents in 2017. On that basis, the second phase of the project is supporting the implementation of the framework across the United Nations system to launch a new era of information management. This objective is being pursued in a partnership with the European Parliament in order to leverage its considerable experience in the deployment of semantic technologies.

13. With regard to a suggestion from the Young United Nations network for senior management to consider giving staff dedicated time and space to pursue innovative activities, the Committee prioritized the creation of virtual, physical and event-based spaces for innovation as a critical overall objective to realize a cultural shift.

14. Concrete initiatives to create spaces for innovation included the establishment of innovation fairs and hubs. The Information and Communication Technology Network is planning such events in the near future, which will bring together staff and teams from across United Nations entities to raise awareness of initiatives being undertaken or to incentivize staff to innovate through competitions to find the best solution to a given challenge. A conference on the future of finance is being planned by the Finance and Budget Network for the community to learn from external experts on automation and technological opportunities within the global finance community, and to provide inspiration and identify opportunities for innovation in finance- and budget-related areas. The creation of a common app store for social good is another concrete initiative that could serve as a source of application solutions to administrative and programme-related issues for the United Nations system and provide staff with spaces for innovation.

15. Scalable hubs such as forums for innovation can also advance the longer-term objective of developing specific areas of expertise to support the work of the United Nations system in pursuit of the Sustainable Development Goals. An example of this is the United Nations Technology Innovation Labs pilot in Finland, in which frontier technologies such as blockchain technology, artificial intelligence and the "Internet of things" are emphasized and which could, if successful, serve as a model for other locations.

16. During the Committee's deliberations, the importance of senior management leading by example was stressed, and it was noted that the leadership needed innovation skills and training to successfully support the development of a culture of innovation in United Nations entities. In the longer term, and not only for senior management, the United Nations System Staff College could develop learning solutions tailored to the needs of users with different levels of innovation experience. More broadly, the Committee recognized attracting and retaining talent as a priority area for innovation in human resources management in the United Nations system.

17. A "OneHR" talent platform emerged as a strategic objective to pursue in this area. Working towards more coordinated efforts in talent outreach and recruitment was seen as an area with great potential for innovation. While this will be a long-term goal given the technical complexities and necessary investments, concrete initial steps can be taken with initiatives such as joint system-wide online outreach activities in social networks. In another short-term initiative to help United Nations entities hire for innovation-focused roles, the Human Resources Network, in collaboration with the United Nations Innovation Network, is planning to compile a structured overview of job descriptions of staff and consultants in innovation functions. Similarly, the Finance and Budget Network will consider how traditional finance roles are changing as a result of innovative technology and automation and will look at pathways such as redefining tasks and staff profiles, retraining staff or examining alternative ways to gain access to the skills and capacity of innovation experts.

18. One step towards joint innovation in human resources is an initiative to expand the joint use of online instruments for candidate assessment by learning from the

European Personnel Selection Office about setting up joint assessment services to fast-track experience-building and foster the piloting of innovative, technology-driven assessment tools such as video interviewing, artificial intelligence tools in screening, e-tray exercises and game-based assessments.

19. To inform broader discussions on how to instil a culture of innovation in the United Nations system, the establishment of a staff engagement benchmarking service is envisaged. Such a clearing house to expand inter-agency benchmarks for staff engagement and other survey results will provide more granular benchmarks and allow system-wide, specific, data-driven analysis of cultural issues.

20. The second part of the retreat session was dedicated to supporting the development of the United Nations innovation toolkit. At its first regular session in 2018, CEB had requested "the development of an actionable toolkit under the leadership of the United Nations Innovation Network that would provide leading practices and guidance for United Nations entities on how to foster and scale innovation across the United Nations system."

21. The Co-Chairs of the United Nations Innovation Network provided an overview of the toolkit, which will consist of five core modules — strategy, architecture, partnerships, culture and evaluation — with each module containing a set of actionable resources and tools. Exploring opportunities to innovate in business functions, identifying ways to enable innovation within the United Nations system and sharing resources, tools and approaches were underscored as critical roles of the Committee in promoting innovation. The Committee was therefore chosen as the first audience to review, test and assess parts of the toolkit that were under development and were presented to CEB at its second regular session in 2018.

22. External innovation experts led the Committee through the testing of a diagnostic tool that serves to assess the maturity of an individual organization across the five core modules through a series of questions and then presented a sample tool from the toolkit. The Committee was asked to provide feedback on the design, user experience and relevance of the content. In an interactive, moderated discussion, Committee members shared their comments with the authors of the toolkit.

23. Several Committee members observed that the toolkit could be a helpful instrument to engage in innovation in a structured manner but cautioned that it could only be part of a much larger effort to successfully enable innovation in the United Nations system, for which an overall cultural shift was needed.

24. Committee members noted that the results of assessing the innovation maturity of an organization would vary depending on the respondent within the organization. In particular, it was recognized that results would diverge for respondents at different hierarchical levels of the organization, at field or headquarters duty stations and in different functions. It was also observed that the results could be presented in more detail in a maturity model and across the different modules of the toolkit.

25. In further comments, it was mentioned that the toolkit in its present form seemed to have been designed for organizations with an existing innovation structure and could include more references to innovation across the United Nations system. While some members pointed out differences in approaches and needs among United Nations organizations compared with private sector organizations, others mentioned the importance of looking across sectors for experience and examples.

26. The authors of the toolkit appreciated the feedback from the Committee and looked forward to refining and updating it on the basis of the feedback received.

27. The Vice-Chair of the Committee observed the practical and tangible approach to innovation adopted by members during the retreat session and highlighted that the

Committee was moving towards "doing things differently and doing different things" by taking explicit action to innovate in all business areas and by enabling innovation across organizations, thereby also advancing cultural change.

28. The Vice-Chair requested the CEB secretariat to appropriately reflect the fostering of innovation in the strategic plan of the Committee for the 2017–2020 period. The areas of work to be covered in the strategic plan would include robotic process automation and common service centres, machine learning and artificial intelligence for translation and document management, the creation of spaces to innovate and innovation in human resources management.

29. The urgency of involving young people in all aspects of the work of the United Nations was stressed. The Vice-Chair thanked the representatives of the Young United Nations network for their participation and valuable contributions to the session and looked forward to future engagement with its network of young staff members. The United Nations Innovation Network and the innovation experts were thanked for facilitating the session, which stimulated creative thinking.

Decisions

30. **The Committee affirmed its commitment to taking forward and bringing to bear the CEB vision on innovation within and across United Nations system entities.**

31. **The Committee embraced the fostering of innovation throughout its strategic plan, building on specific, scalable initiatives identified in the course of its deliberations during the retreat and focusing on the following areas: robotic process automation and common service centres; machine learning and artificial intelligence, in particular with regard to translation and document management; the creation of virtual, physical and event-based spaces for innovation; and innovation in human resources management.**

32. **The Committee also contributed to the development of the United Nations innovation toolkit, including by testing and assessing its diagnostic tool and giving feedback on the design and utility of the toolkit's architecture.**

III. Driving change in business operations

33. The Committee Vice-Chair introduced this item and noted that the United Nations system is pursuing radical change in the way it runs its operations and in the way management functions can support a repositioned United Nations development system. Individually and collectively, organizations must manage this change and make management functions a transformational force to drive improved programme delivery and coherent United Nations system responses.

34. The Secretary-General indicated the way forward in his December 2017 report on repositioning the United Nations development system (A/72/684-E/2018/7), and the General Assembly endorsed his proposals to do the following:

(a) Advance common business operations in United Nations country teams;

(b) Accelerate efforts to operate according to the principle of mutual recognition of policies and procedures;

(c) Devise a strategy and launch pilots for the establishment of common back offices for all United Nations country teams.

35. Most recently, the report of the Joint Inspection Unit on opportunities to improve efficiency and effectiveness in administrative support services by enhancing

inter-agency cooperation (JIU/REP/2018/5) also contained a number of draft recommendations for consolidated country-level administrative support arrangements.

36. The Vice-Chair acknowledged the maturity of the Committee's discussion on the consolidation of service delivery, thanks to the discussions that had started in Budapest and continued in Geneva and in Valencia, Spain.

37. The following building blocks were highlighted by the Committee in the new business operations of the United Nations system:

(a) Strengthened accountability and transparency for system-wide results;

(b) Greater incentives for integrated action;

(c) Frameworks for the delegation of authority and accountability for the United Nations country teams to deliver and report on country results at a scale that responds to national needs and national priorities.

38. In concluding her introductory remarks, the Vice-Chair noted that the Committee had a key role to play in promoting those approaches and sharing best practices, building on the achievements of the previous few years. The policies and platforms designed and put in place by the Committee in the areas of procurement, banking, treasury and human resources represented models for joint and more efficient service provision and had fundamentally changed how the United Nations, as a common system, could effectively adopt collaborative approaches.

39. The subsequent discussion included a presentation by the Special Adviser to the Secretary-General on Reform, Jens Wandel, who spoke about the linkages across reform streams and about business operations as instrumental in realizing the objectives of the Secretary-General's reforms. In addition, Robert Turner from the Business Innovations Group presented the scope of the Group's work and its principles, purpose and deliverables and emphasized how the repositioning of the United Nations development system also reinforces the impact of concurrent reforms of internal management and of the peace and security architecture.

40. The Committee acknowledged the need to be ambitious, to build on the momentum for reform that the Secretary-General had created and to accelerate delivery during the limited time in which the window of opportunity would remain open.

41. Members underlined the important role that the Committee must play in supporting the design of the policy framework that must accompany the implementation of the country-level pilot projects requested by the Secretary-General.

42. The Committee noted that a repositioned United Nations development system, with a redesigned and reinvigorated resident coordinator system, required a recalibration of functions and relationships not only at the country level, but also in regions and at headquarters duty stations. The Committee could support this process by acting as a catalytic change agent, working towards integrated approaches that hinged on strong policy and accountability frameworks and that ensured that ethics and standards are consistently upheld across the increasingly decentralized United Nations institutions and system — ambitious expectations, but necessary for the business transformation that is required.

Decisions

43. **The Committee renewed its strong commitment to advancing global and country-level change in business operations and to guiding the change process in a coordinated manner across all reform streams.**

44. **The Committee agreed to promote, together with the United Nations Sustainable Development Group, the mainstreaming of mutual recognition of policies and procedures across the entire United Nations system.**

45. **The Committee confirmed its commitment to strengthening coordination with the Business Innovations Group of the United Nations Sustainable Development Group to ensure full engagement by the Committee networks in the provision of policy guidance for the design and implementation of common back-office pilots for United Nations country teams.**

IV. Risk management

46. At its thirty-fifth session, the Committee agreed on the need for joint, cross-functional engagement towards the system-wide harmonization of risk management practices, including sharing information on fraudulent behaviour by implementing partners, assessments of risk appetite and risk tolerance, incorporating the acceptance of residual risk into organizational policies, implementing smarter upstream controls, examining the cost of controls compared with the value of the potential loss that they are intended to mitigate, and developing common definitions of risk categories to enable a common approach to reporting risks.

47. The Committee considered the proposed terms of reference for a cross-functional task force on risk management that will be jointly led by the World Intellectual Property Organization and the World Food Programme. The Committee agreed that there would be great value in having a consistent risk management framework across the United Nations system, while recognizing that a "one size fits all" approach would not be appropriate. The first phase of the work of the task force will involve defining a multiple-stage maturity model that exhibits the characteristics and features of organizations in each of the defined stages of organizational risk management maturity and that will allow organizations to benchmark and serve as an implementation guide in creating a roadmap. After completion of this deliverable, subsequent phases will be planned for the work of the task force, including pragmatic guidance for organizations intending to enhance their existing risk management framework and the establishment of a forum that permits organizations to effectively exchange views and gain access to best practices in risk management.

Decisions

48. **The Committee approved the terms of reference for the new cross-functional task force on risk management, launching the development of a system-wide risk management reference model to serve as a benchmarking tool and an implementation guide to advance risk management in United Nations organizations, in particular in the context of the greater delegation of authority.**

49. **The Committee requested the cross-functional task force to start its work and report on progress at the first session of the Committee in 2019.**

V. United Nations system data cube

50. The ad hoc team on the future data cube of the United Nations is a joint initiative of the Committee and the United Nations Sustainable Development Group. The team was established in recognition of the new demands faced by the United Nations system in terms of its system-wide financial information, in an effort to move away from a financial data structure that had historically been mapped on the basis of data categories and data-compilation approaches developed prior to the adoption of the Sustainable Development Goals. The team Co-Chair, Henriette Keijzers of the Multi-Partner Trust Fund Office, informed the Committee that the first phase of the initiative had been completed, including mapping existing financial data and reporting approaches, identifying gaps and formulating six data standards for reporting United Nations system-wide financial information.

51. The discussion also benefited from a presentation from Kersten Jauer of the Strategic Planning and Monitoring Unit of the Executive Office of the Secretary-General, who provided some perspectives on United Nations system funding, spending and results in the aggregate and touched on the data challenges that will be addressed with the new standards.

52. The Committee noted the critical importance of United Nations data standards to enable the reporting of financial flows towards the achievement of the Sustainable Development Goals by individual organizations and collectively as a system, and in improving the consistency and credibility of United Nations system financial reporting by function and geographical location. The alignment of the new data standards with those of the Development Assistance Committee and of the International Aid Transparency Initiative was also noted with appreciation.

Decisions

53. **The Committee welcomed and approved six new United Nations data standards, as presented in document CEB/2018/HLCM/16, to enable the reporting of financial flows relating to the Sustainable Development Goals by individual organizations and by the system as a whole, noting that the new standards will be a valuable tool for informed decision-making at all managerial levels. The following standards will take effect on 1 January 2019, in some cases with a transitional period:**

(a) **The United Nations entity standard prescribes which United Nations entities should report their financial data in future system-wide data collection exercises, including the annual CEB collection of financial statistics;**

(b) **The United Nations system function standard provides definitions of functions carried out by United Nations system entities to facilitate consistent reporting by entities of expenses against the four main functional areas of the United Nations;**

(c) **The geographical location standard defines the geographical locations (global, regions and countries) for which financial information should be reported and includes guidance on the allocation of expenses to those locations;**

(d) **The United Nations financing instruments standard provides definitions of grant instruments and the various modalities by which funds are received by United Nations system entities;**

(e) **The Sustainable Development Goals standard introduces a common United Nations methodology and format for tracking the contribution of activities to the 2030 Agenda for Sustainable Development and defines the**

manner in which financial information should be reported against the 17 Goals and the 169 targets;

(f) The contributor data standard provides guidance on reporting revenue by contributor.

54. **The Committee endorsed the proposed timeline for the development of a multi-year road map for the implementation of the standards and for moving the United Nations system towards a more encompassing and disaggregated system-wide data cube that is compatible with the Sustainable Development Goals.**

VI. Addressing sexual harassment within the organizations of the United Nations system

55. At its second regular session in 2017, CEB established, under the leadership of the Chair of the Committee, a task force on addressing sexual harassment within the organizations of the United Nations system. The task force identified the harmonization of sexual harassment policies, improvements in sexual harassment reporting and data collection and enhanced awareness-raising, outreach and communication as priority areas for action and agreed on a set of concrete deliverables to address the issue with urgency and enthusiasm.

56. At the first regular session of CEB in 2018, the Secretary-General and the Executive Heads reiterated their firm commitment to upholding a zero-tolerance approach to sexual harassment, strengthening victim-centred prevention and response efforts and fostering a safe and inclusive working environment. On the recommendation of the Committee, CEB endorsed the outcomes of the first phase of the work of the task force and requested it to accelerate its efforts and deliver on the priority areas identified.

57. Building on the first phase of its work, the task force prepared and delivered a set of additional measures, which were reviewed and adopted at the task force meeting on 1 October 2018 (see CEB/2018/HLCM/14).

58. The Committee was briefed by its Chair, in her capacity as Chair of the task force, and was invited to approve, on behalf of CEB, the measures and recommendations proposed.

59. The Committee noted the work of the task force as an exemplary demonstration of system-wide collaboration and expressed deep appreciation for the accelerated pace with which the task force had delivered high-quality products and tools of great utility and value for the entire United Nations system to address a complex challenge in a coherent and coordinated manner.

60. Reflecting on experiences and challenges in dealing with sexual harassment in individual institutional contexts in response to the progress report of the task force, the Committee shared the following observations:

(a) Addressing sexual harassment effectively in the workplace requires a change in organizational culture and consistent and sustained attention to the issue by senior leadership;

(b) Regarding the United Nations system model policy on sexual harassment, the Committee expressed its appreciation to the task force for having conducted an inclusive consultation process that facilitated substantive inputs from a wide range of stakeholders. The provisions of the model policy for third-party complaints, its strong protection against retaliation and the possibility of an informal process for conflict resolution were valued in particular. Several members stated that they were already

in the process of adapting their own policy documents to align them with the model policy;

(c) With regard to the expanded guidelines for the sexual harassment screening database, the Committee supported the inclusion of pending allegations of sexual harassment, with many members stating that they had already opted to apply the expanded provisions within their respective legal and operational frameworks. A proposal was made to consider expanding the database to other types of misconduct, including fraud;

(d) Concerning the draft model code of conduct, many members considered it a useful and urgently needed tool for communicating the standards of expected conduct to all attendees at United Nations events and supported the holding of informal consultations with Member States on the draft prior to finalizing the model code of conduct;

(e) The Committee expressed broad support for continuing efforts towards a harmonized mechanism for the system-wide collection and analysis of data as an important tool for systematic reporting, possibly on an annual basis, and evidence-based policymaking. In this context, some members emphasized the need for consistency and harmonization in reporting by United Nations entities;

(f) Concerning helplines and hotlines, a common approach developed on the basis of best practices was widely regarded as valuable;

(g) Among the issues identified that deserve further system-wide attention was the strengthening of investigative capacity, including greater consolidation of resources among United Nations investigative services and improved sharing of expertise among United Nations system entities. The Committee agreed that this issue needed to be addressed by a dedicated subgroup in the next phase of the work of the task force, in cooperation with the Inter-Agency Standing Committee on Post-War and Disaster Reconstruction and Rehabilitation and the United Nations Representatives of Investigations Services. The issue of the burden of proof was raised, and the need for guidance on communication protocols during investigations was noted by the Committee.

61. Finally, the Chair thanked the Committee for its commitment and support throughout the process. In the next phase of its work, the task force would focus its efforts on implementing the agreed joint actions, strengthening investigative capacity and expanding its communication activities and tools. The task force would also bring the outcome of its work to the attention of the Committee at its thirty-seventh session.

Decisions

62. **The Committee approved, on behalf of CEB, the measures and recommendations put forward by the task force in its progress report (CEB/2018/HLCM/14 and CEB/2018/HLCM/14/Add.1). Specifically, the Committee:**

(a) Adopted the United Nations system model policy on sexual harassment and recommended a periodic review of its terms at least every three years;

(b) Adopted the expanded guidelines on the sexual harassment screening database to include pending allegations of sexual harassment and encouraged all United Nations system entities to opt in and deploy the expanded provisions;

(c) Adopted, as a draft, the model code of conduct to prevent sexual harassment during or in relation to United Nations events and its implementation guide, pending finalization within the task force and informal consultations with Member States leading to final adoption;

(d) Noted the indicative data from the system-wide questionnaire on improved reporting on sexual harassment in the United Nations system and committed to a systematic and harmonized approach to reporting;

(e) Noted the planned efforts to develop a framework for the various hotline and helpline solutions, with reference to best practices, and encouraged the development of joint mechanisms;

(f) Committed to continuing its efforts to strengthen the investigative capacity of the United Nations system in collaboration with the Inter-Agency Standing Committee and the United Nations Representatives of Investigations Services and invited organizations to engage in the task force subgroup on strengthening investigative capacity.

VII. Duty of care for United Nations system personnel

63. In introducing this agenda item, the Chair of the Committee noted the strong and continued commitment of the Secretary-General with regard to duty of care for United Nations personnel in all environments where the United Nations is present, and the priority placed by the Committee on enacting reforms to strengthen the capacity of the Organization to meet that goal while carrying out the mandates enshrined in the Charter of the United Nations.

64. The Chair also stated that, on the occasion of the presentation of the United Nations System Mental Health and Well-being Strategy at the September 2018 meeting of the United Nations Senior Management Group, the Secretary-General had highlighted his personal interest in the mental health and well-being of staff. He had also stressed the need for all members of the Senior Management Group to increase their attention to this crucial element of duty of care and emphasized the multidisciplinary nature of the discussions.

65. In this context, the UN Cares programme was referred to as a model that could be used for this purpose, with the proposal of an expansion of its mandate to cover mental health. It was agreed that this option could be reviewed by the Committee in the context of the duty of care.

66. The Committee then received a progress update from the Co-Chair of the cross-functional task force on duty of care, led by the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF), on the implementation status of measures and tools agreed at the thirty-fifth session of the Committee.

67. In alignment with its new terms of reference, the task force, while not losing focus on high-risk environments, was now moving on to developing duty of care measures in all environments and for all types of personnel. In doing so, the task force joined the Secretary-General in his strong advocacy for equitable and commensurate treatment of all personnel, including national staff and affiliate personnel, and in recognizing the valuable and critical contributions they make globally.

68. Several achievements were highlighted, including the following:

(a) Duty station health risk assessments have now been piloted in 30 locations (17 countries), of which 4 are in high-risk duty stations (Central African Republic, Somalia, South Sudan and Yemen). A prioritization methodology is being developed to concentrate on high-risk duty stations with the largest numbers of United Nations staff. A self-reporting tool will also be developed to enable country teams to undertake their own assessments, using the assessment of the six mandatory health support elements;

(b) Several organizations are currently revising their policies on medical evacuation to extend the applicability of non-emergency medical evacuation to both international and locally recruited staff members and their eligible family members;

(c) Following its endorsement by the Committee in April 2018, a standard operating procedure for establishing regional areas of care has been developed. The procedure will help to support locally recruited staff and their families in gaining access to essential medical services and further enhance the organizations' ability to have a standardized methodology to approve regional areas of care in areas where needs for medical services are inadequately addressed in the local environment;

(d) The implementation of the United Nations System Mental Health and Well-being Strategy has been launched, and its cross-functional implementation board will devise a concrete roll-out plan during a kick-off workshop in October 2018. A number of organizations have already started implementing priority actions under the Strategy.

69. A dedicated task force workshop in December 2018 will serve to specify how the extension to all environments and to all personnel can be planned and accelerated.

70. The Assistant Secretary-General for Human Resources Management then presented a proposal for a repurposed UN Cares programme that could support implementation of priorities under the umbrella of duty of care and contribute to the strengthening of system-wide efforts to improve staff psychological welfare in line with the Mental Health and Well-being Strategy and with system-wide efforts to address harassment in the workplace.

71. In the subsequent discussion, the Committee members indicated their continuing commitment to strengthening organizational capacity to enhance the well-being of personnel. Some members indicated their support for a repurposed UN Cares as part of efforts to implement the Mental Health Strategy, with a focus on stigma reduction and peer support among staff. A number of other members indicated the need to further develop the proposal for a repurposed UN Cares programme, taking into consideration the advice of relevant professional communities in human resources management, staff counselling and medical services.

Decisions

72. **The Committee expressed its appreciation to the cross-functional task force on the duty of care for having adjusted its scope to cover all staff, beyond high-risk environments, and for the special attention given to national staff and to psychosocial welfare.**

73. **The Committee also expressed support for the objective of the task force of going beyond the minimum, reflecting the responsibility of the United Nations system to pursue duty of care for its workforce, irrespective of contractual status.**

74. **The Committee adopted the progress report of the task force and thanked UNHCR and UNICEF for their leadership in this strategic undertaking.**

75. **The Committee encouraged the task force to continue its work and requested an update at the next Committee session on the implementation status of the action points endorsed by the Committee at its session in April 2018 and included in the monitoring and evaluation framework presented in the progress report.**

76. **The Committee endorsed the aim of the task force to establish the parameters, such as minimum standards and guiding principles, for the United Nations on its duty of care responsibilities for all United Nations personnel,**

regardless of contractual status or location, while taking into account the occupational safety and health framework approved by the Committee.

77. **The Committee requested the task force to deliver a framework for the duty of care in all environments and for non-staff personnel at the second session of the Committee in 2019.**

78. **The Committee requested the Co-Chairs of the task force on duty of care, in consultation with the Assistant Secretary-General for Human Resources Management, to develop a revised and detailed proposal for a repurposing of the UN Cares programme on the basis of the views expressed during the session and input from the mental health and well-being implementation board, with a view to preparing the virtual endorsement of the proposal by the end of 2018.**

IX. Other business

A. Personal data protection and privacy principles

79. The United Nations inter-agency privacy policy group, organized by the United Nations Global Pulse team and by the United Nations Office of Information and Communications Technology, developed and unanimously endorsed a set of personal data protection and privacy principles for organizations of the United Nations system.

80. The Chair of the Committee noted that the personal data protection and privacy principles were designed to: (a) harmonize standards for the protection of personal data across United Nations system organizations; (b) facilitate the accountable processing of personal data for the purpose of implementing the mandates of the United Nations system organizations; and (c) ensure respect for the human rights and fundamental freedoms of individuals, in particular the right to privacy.

81. The Chair also noted that the principles and their subsequent elaboration into appropriate policies for each organization would greatly facilitate the ongoing discussions that the Under-Secretary-General for Legal Affairs and United Nations Legal Counsel is conducting, on behalf of the Legal Network, with the European Union concerning its General Data Protection Regulation.

82. The adoption of the principles as a minimum common position by the United Nations system would send a strong signal to the European Union, as well as to other parties (including Governments of Member States, vendors and implementing partners), showing that the United Nations system is keeping abreast of current developments in personal data protection at the international level and is enhancing and modernizing its regulatory framework as necessary and in a manner consistent with the status, privileges and immunities of United Nations system organizations.

Decisions

83. **The Committee approved the personal data protection and privacy principles for United Nations system organizations as a first step towards ensuring that there is a common framework for providing high-level protection of the right to privacy, including that of personal data, for persons working for, associated with or under the care of the United Nations system.**

84. **The Committee noted that the personal data protection and privacy principles represented a common position that constituted the minimum standard of protection across the United Nations system and that they would be further elaborated and enhanced according to the particular needs and respective mandates of each of the United Nations system organizations.**

B. Internship programmes in the United Nations system

85. The Chair of the Committee brought to the attention of the Committee members the views and comments of the Fair Internship Initiative on the report of the Joint Inspection Unit entitled "Review of internship programmes in the United Nations system" (A/73/377 and A/73/377/Corr.1) and the related note by the Secretary-General (A/73/377/Add.1).

86. While awaiting the outcome of the deliberations of Member States on the issue, in order to properly inform potential steps by the United Nations system, the Chair proposed the launch of an informal review group on establishing best practices in United Nations system internship programmes, whose initial findings could be presented at the first session of the Committee in 2019.

87. The proposal was well received by member organizations, some of which indicated their interest in participating in the review.

Decision

88. **The Committee decided to launch an informal inter-agency review group to consider all aspects related to internship programmes in the United Nations. The group's initial findings will be presented at the first session of the Committee in 2019.**

C. Dates and venue for the next session of the Committee

89. The Chair informed the Committee that she had received and accepted a kind offer from United Nations Volunteers to host the thirty-seventh session of the Committee in Bonn, Germany, on 3 and 4 April 2019.

Annex I

High-level Committee on Management, thirty-sixth session

List of participants

Chair:

Jan Beagle, Under-Secretary-General for Management of the United Nations Secretariat

Vice-Chair:

Kelly Clements, United Nations Deputy High Commissioner for Refugees

Secretary:

Remo Lalli, Chief, Geneva Office of the United Nations System Chief Executives Board for Coordination

Simona Petrova, Director, secretariat of the United Nations System Chief Executives Board for Coordination

Organization	*Participant*
United Nations	Jan Beagle, Under-Secretary-General for Management
	Jens Wandel, Special Adviser to the Secretary-General on Reform
	Martha Helena Lopez, Assistant Secretary-General for Human Resources Management
	Atefeh Riazi, Assistant Secretary-General, Chief Information Technology Officer
	Lisa Buttenheim, Assistant Secretary-General for Field Support
	Arnab Roy, Director of Office/Management Reform, Executive Office of the Secretary-General
	Jay Pozenel, Director, General Legal Division, Office of Legal Affairs
	Igor Shpiniov, Chief of Office, Department for General Assembly and Conference Management
International Labour Organization	Greg Vines, Deputy Director-General
	Mark Levin, Director, Human Resources Development Department
Food and Agriculture Organization of the United Nations	Dilek Macit, Assistant Director General, Corporate Services Department
United Nations Educational, Scientific and Cultural Organization (UNESCO)	Qu Xing, Deputy Director General

Organization	*Participant*
Joint United Nations Programme on HIV/AIDS (UNAIDS)	Gunilla Carlsson, Deputy Executive Director, Management and Governance
World Health Organization	Jane Ellison, Deputy Director General for Corporate Operations
	Roberto Balsamo, Management Officer
Universal Postal Union	Pascal Clivaz, Deputy Director General
International Organization for Migration	Laura Thompson, Deputy Director General
	Carlos Oliver Cruz, Special Assistant to the Deputy Director General
International Telecommunication Union	Anders Norsker, Chief, Information Services
International Meteorology Organization	Linda Ryan, Director, Administrative Division
World Intellectual Property Organization	Ambi Sundaram, Assistant Director General, Administration and Management Sector
	Chitra Narayanaswamy, Director, Programme Planning and Finance (Controller)
	Cornelia Moussa, Director, Human Resources Management Department
International Fund for Agricultural Development	Guoqi Wu, Associate Vice-President, Corporate Services Department
	Daniela Junqueira, Senior Operations Adviser
United Nations Industrial Development Organization	Fatou Haidara, Managing Director, Directorate of Corporate Management and Operations
International Atomic Energy Agency	Mary Alice Hayward, Deputy Director General and Head, Department of Management
United Nations Development Programme	Susan McDade, Assistant Administrator and Director, Bureau for Management Services
	Henriette Keijzers, Deputy Executive Coordinator, Multi-Partner Trust Fund Office
United Nations Environment Programme	Tim Kasten, Deputy Director, Economy Division
Office of the United Nations High Commissioner for Refugees	Kelly Clements, United Nations Deputy High Commissioner for Refugees
	Hans Baritt, Controller and Director, Division of Financial and Administrative Management
United Nations Children's Fund	Fatoumata Ndiaye, Deputy Executive Director, Management

Organization	*Participant*
	Miles Hastie, Administrative Law Specialist
	Lori Issa, Executive Manager
United Nations Population Fund	Laura Londén, Assistant Secretary-General and Deputy Executive Director (Management)
	Andrew Saberton, Director, Division for Management Services
World Food Programme	Manoj Juneja, Assistant Executive Director for Resource Management and Chief Financial Officer
United Nations Office on Drugs and Crime	Dennis Thatchaichawalit, Director, Division for Management
United Nations Office for Project Services	Patricia Moser, Director, Procurement Group
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Moez Doraid, Director, Division of Management and Administration
World Bank	Jos Verbeek, Manager and Special Representative to the United Nations and the World Trade Organization
	Ferran Pérez, International Affairs Officer
Other representatives:	
United Nations System Staff College	Jafar Javan, Director
International Criminal Court	Ivan Alippi, Director, Division of Management Services
United Nations Volunteers programme	Olivier Adam, Executive Coordinator
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	Patrick Grenard, Director, Division of Administration
Finance and Budget Network	Nick Jeffreys, Co-Chair
World Trade Organization	Christian Dahoui, Director, Human Resources Division
United Nations Innovation Network	Robert Opp, Co-Chair
	Chris Fabian, Co-Chair
	Johanna Jochim, Manager
Young United Nations network	Klas Moldeus, Associate Expert, UN-Water

Organization	*Participant*
	Ruth Blackshaw, Executive Officer, UNAIDS
United Nations Sustainable Development Group	Anders Voigt, Business Operations Adviser, Development Operations Coordination Office
	Robert Turner, Project Team Leader, Business Innovations Group
International Civil Service Commission	Aldo Mantovani, Vice-Chair
	Regina Pawlik, Executive Secretary
Federation of International Civil Servants' Associations	Brett Fitzgerald, President
	Elia Matias, President, UNESCO Staff Union
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Fraser Mcilwraith, Vice-President for Conditions of Service
United Nations International Civil Servants Federation	Dimitri Samaras, President
	Fikerte Assefa, Second Vice-Chair
United Nations International Civil Servants Federation observers	Kadidia Diallo, Vice-President
	Ryad Bouhadef, Executive Secretary

Annex II

High-level Committee on Management, thirty-sixth session

Checklist of documents

	Title description	*Summary sheet*	*Document symbol*
	Provisional agenda	Not available	CEB/2018/HLCM/9/Rev.2
	Revised provisional programme of work		CEB/2018/HLCM/9/Add.1/Rev.2
RETREAT	United Nations System Chief Executives Board for Coordination (CEB) summary of deliberations at the first regular session in 2018 (excerpts), segment 3: Fostering innovation in the United Nations system	Yes	CEB/2018/1-Excerpt
	Concept note for the innovation retreat		CEB/2018/HLCM/18
	Compendium of proposals on integrating and mainstreaming business innovation in United Nations system organizations		CEB/2018/HLCM/11
A	Briefing note by the Business Innovations Group of the United Nations Sustainable Development Group	Yes	CEB/2018/HLCM/13
	Progress report of the United Nations System Chief Executives Board for Coordination task force on addressing sexual harassment within the organizations of the United Nations system	Yes	CEB/2018/HLCM/14
B	Annexes 1 to 7 to the progress report of the United Nations System Chief Executives Board for Coordination task force on addressing sexual harassment within the organizations of the United Nations System		CEB/2018/HLCM/14/Add.1
	Enabling environment guidelines for the United Nations system (*not for printing*)		CEB/2018/HLCM/14/INF.1
C.I	Draft terms of reference for the cross-functional task force on risk management	Yes	CEB/2018/HLCM/15
C.II	Progress report of the ad hoc United Nations team on the future United Nations data cube	Yes	CEB/2018/HLCM/16
	Progress report of the task force on duty of care		CEB/2018/HLCM/17
C.III	Annexes 2 to 5 to the progress report of the task force on duty of care	Yes	CEB/2018/HLCM/17/Ann.2-5
	UN Cares: future repositioning		CEB/2018/HLCM/17/Add.1

	Title description	*Summary sheet*	*Document symbol*
	Personal data protection and privacy principles for United Nations system organizations	Yes	CEB/2018/HLCM/19
AOB	**Report of the Joint Inspection Unit on the review of internship programmes in the United Nations system and related note by the Secretary-General**	Not available	A/73/377, A/73/377/Corr.1 and A/73/377/Add.1
	Comments of the Fair Internship Initiative on the note by the Secretary-General		Not available
	Final report of the Inter-Agency Security Management Network on its twenty-eighth session, June 2018 (*not for printing*)	Yes	Not available
	United Nations security management system security policy manual (*not for printing*)		
	• Chapter IV: Security management, section B: Security planning		
	• Chapter IV: Security management, section C: Security of locally recruited personnel		Not available
	• Chapter V: Compliance with security policies and procedures, section D: Compliance, evaluation and best practices		
	• Security management operations manual: guidelines on security plans		